
Royal Botanic Gardens
Kew

Section 2: Specification of Services

1 BACKGROUND

Outdoor theatre has taken place in Kew Gardens on a number of occasions, most recently in 2016 over the school summer holiday period with productions focusing on a family audience.

Kew is a World Heritage Site and very careful attention is given to protecting the Gardens, including the tree collection and built structures, and to minimising sound transfer and its potential impact on the local community.

This opportunity is being let for two years plus up to a further two years possible extension.

2 EVENT BRIEF

2.1 Overview

Our aim is for the outdoor theatre events to provide family entertainment standards befitting of this world class environment such that the theatrical productions offers a standard of excellence to match the horticultural excellence achieved within the gardens. Outdoor Theatre should encapsulate the magical and enchanting experience of a child's first visit to the beautiful Botanic Gardens at Kew.

The event is to be promoted as an open air theatre production, appealing to our members as well as reaching out to new audiences looking for a 'family day out'.

For the purposes of this tender we would like bidders to assume that:

- Family Theatre will operate at set dates and times throughout the school summer holidays (from 22nd July – 2nd September in 2017).
- There is a maximum capacity of 300 people per performance including complementary tickets but excluding staff.
- The contract is offered on the basis of 'venue only' and no subsidy or additional funding will be made available for the project.

The exact dates, capacity and number of performances can be subject to discussion with the successful bidder after the contract award, however bidders should assume the above for the purposes of bidding.

The production should be a pre-existing work that can be adapted to the environment here at Kew Gardens and that has been demonstrably successful in other locations/venues. We are open to ideas in terms of storyline / content, for example adapted classics or original storylines but welcome a sense of 'site specific' development where possible. Specific consideration should be given to the staging of the production with an emphasis on promenade style theatre with very minimal infrastructure due to the restraints on operations in the Gardens and storage facilities on site. The production should feel that it belongs within the Gardens and be part of the environment.

The production and operation should provide excellent service for all customers, including, for example, those with disabilities and families with young children.

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The production can take place in numerous areas of the gardens and bidders are encouraged to think about and suggest suitable locations that may fit with the production.

Access to the areas listed below is restricted due to high visitor numbers, heritage / conservation concerns and other planned activity:

Area	Consideration
Pagoda Vista, Syon Vista, Broadwalk	It will not be possible to site temporary infrastructure in these locations but it may be possible for promenade activity to pass along or across these areas.
All Glasshouses, Tree Top Walkway, the Hive, Pagoda, Kew Palace, vicinity of White Peak & Climbers & Creepers, vicinity of Orangery & Nash Conservatory, Rock Garden, Queen's Garden, all back of house areas.	No access possible for performances.
Banks Lawn, Duke's Gardens	Performances may need to be re-routed away from these areas from time to time due to private events.
Queen Charlotte's Cottage	Access will need to be negotiated with Historic Royal Palaces

Our preferred areas for the performances are indicated on the map attached at the end of this Specification. .

Family Theatre is covered under the terms of the RBG Kew Premises Licence for Kew Gardens, a copy of which can be provided on request and will in any case be provide to the successful bidder.

2.2 Ticketing & Pricing

Ticket prices will include entry to the Gardens and must therefore be a minimum of £21.00 adult and £4.90 children for non-members in order to retain the value in a visit to the Gardens. There is no minimum price for members of Kew, but they must be offered at least a £3 reduction on all price points.

Bidders are asked to propose a suitable pricing structure that reflects the above stipulations, is equivalent to prices elsewhere and helps maximise audience numbers. It is our policy to offer tickets for sale at a price that includes booking and transaction fees.

The successful bidder should provide a ticketing solution for the sale of tickets. Kew may wish to sell an allocation of tickets via our own ticketing platform and/or direct to the public on site at the ticket boxes at the Gardens.

2.3 Merchandising

The bidder will be required to work with Kew Retail on merchandise opportunities, either existing or to be developed. All merchandise must be sold by Kew Retail, with negotiated royalty fees payable to the successful bidder.

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3 SERVICE REQUIREMENTS

3.1 Supplier responsibilities

The successful bidder will be responsible for organising all aspects of the event to include:

- Working with Kew to devise a site plan and programme that fits the event brief
- Work with Kew to agree all aspects of the event planning, programming, marketing and production. Ensuring any aspects of the event that impact upon the Kew Gardens site, our visitors, neighbours, stakeholders and our reputation are suitably addressed.
- Promoting the event, pricing and ticketing arrangements, marketing, securing sponsorship, press relations – Kew will support the successful bidder with the use of our own marketing assets, including our digital and PR teams.
- Procurement and management of all artistes, traders, suppliers, sub-contractors etc.
- Organising all logistical and operational matters to do with the event, including the management of health & safety – Kew will work with you to help you ensure that your event overlays successfully with the other activities and operations taking place in the Gardens and complies with our standards of environmental protection
- All aspects of staffing and securing the event.
- Supporting Kew in securing all necessary permissions and support us in carrying out all stakeholder consultations
- Budget management, accounting, cash security, payment of all suppliers etc, receipt of all incomes etc.
- All marketing creative must be signed off with Kew and adhere to the Kew brand guidelines covering 3rd Party commercial events.

The successful bidder will take all financial risk for the event and in return will benefit from all profit less that share of income which will be due to Kew.

3.2 Kew support

Kew will provide the following marketing support to the successful bidder.

- Onsite poster sites
- Solus E shot at Launch to Marketing, commercial events and members databases and Family segment – 130K approx.
- Inclusion in July and August Marketing newsletters (what's on this month) - 80K
- Inclusion in July and August Members newsletters (what's on this month – 30K
- Inclusion in May, June, July, August Commercial Events newsletters – 46K
- Dedicated webpage on Kew.org and banner sites

3.3 Insurance

The successful bidder will be required to manage all risks associated with the design, delivery and management of the event. Promoters are required to ensure that as a minimum they have the following insurance cover in place:

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- Public liability insurance of £10m for each and every occurrence or series of occurrences arising out of any one occurrence.
- Product liability insurance of £10m for each and every occurrence or series of occurrences arising out of any one occurrence.
- Employer's liability insurance of £10m for each and every occurrence or series of occurrences arising out of any one occurrence.

3.4 Consultation

The successful bidder will be taken through a process of internal stakeholder consultation after the award of the contract. Kew will take the lead in this process and will continue to coordinate the relationship with internal stakeholders throughout the process.

3.5 Benefits to Kew

The following additional benefits are to be provided to Kew free of charge as part of the contract:

- 50 complementary general admission tickets for Kew staff.

4 OPERATIONAL REQUIREMENTS

4.1 Event Production

The successful bidder will be responsible for and should budget for all aspects of the Production, including but not limited to:

- Providing any set, costumes, props and associated infrastructure,
- Utilities – power requirements should be kept to a minimum and where possible operate from battery power.
- Stewarding, ticket checking and management of the audience, including any equipment necessary for this
- Catering and welfare of the cast and staff

4.2 Event Timings

Performances must take place within garden opening hours, which at the time of writing are:

Sunday – Thursday 10am – 6.30pm
Friday and Saturday 10am – 8.30pm
Bank Holidays 10am – 7.30pm

Opening hours are being reviewed in January 2017 so some minor changes are likely. Any changes are likely to extend opening hours rather than reduce them.

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4.3 Environmental Considerations

The successful bidder is expected to have a strong set of environmentally sustainable housekeeping practices and procedures in place.

Excavating the ground, digging, spiking and similar, will only be permitted with the specific agreement of Kew to each site and following CAT scanning of each location where this is agreed.

Particular attention must be paid to ensure that no pollutants enter drains as all surface waters drain to the lakes.

Any ground reinstatement that is needed after the season, typically over-seeding of grass areas where infrastructure has been sited, will be carried out by Kew at the event organiser's cost.

4.4 Trees

Tree protection is also of paramount importance. All necessary precautions must be taken to protect all existing trees, shrubs, plants, etc. (including the roots) from damage of any nature. Unless otherwise advised by Kew you should assume an exclusion zone 2m outside the canopy of any mature tree and 1m outside the canopy of any younger tree.

Unless you have the specific permission of Kew, do not, with regard to existing trees:

- attach anything to any part of the tree, including flying cables through them;
- drive vehicles or store materials inside the exclusion zone (described above) around the canopy of any tree;
- damage, remove or cut any part of the tree
- permit vehicles to pass underneath the canopy where there is insufficient clearance for the vehicle and/or its load.

If any tree work is required it may only be carried out under the supervision of Kew experts.

Please note the Kew reserves the right to increase the size of the exclusion zone around any given tree if in our opinion that is necessary for either the safety of the public or the health of the tree.

4.5 Health and Safety

The successful bidder will be required to sign and adhere to the Kew Contractors Code of Practice and to require all sub-contractors to sign and adhere to this also.

4.6 Security

Kew has a constabulary team that patrols the Gardens during opening hours and provides a limited security service over-night. All entry gates are covered by CCTV linked back to the on-site control room.

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4.7 Litter & Waste

The successful bidder shall be responsible for the collection and removal of litter and waste created by themselves.

Kew can provide 240L event bins for use on site but the bidder is responsible for the servicing of them.

4.8 Deliveries and Storage

Delivery arrangements, storage and parking spaces will need to be discussed and established as appropriate for the chosen site.

4.9 Services/Utilities Available

Electricity

Very few areas of the gardens have access to mains power. All power requirements on site will have to be provided through battery operated equipment or generators rather than mains power and this will be the responsibility of the successful bidder.

Water

A grey water supply via the irrigation system is available to many areas of the site.

Drainage

The successful bidder should make arrangements to dispose of any grey or foul water off site.

5 STAFFING

5.1 Roles and responsibilities

The promoter will employ **all** staff necessary for the events.

Kew will provide all management time necessary for us to perform our role, including:

- facilitating your safe access to and use of the site
- championing the event within Kew, introducing you to individuals, teams, systems and protocols at Kew that are relevant to the event
- working in partnership with you to reach agreement on all aspects of the event delivery that need our agreement
- activating any agreed marketing undertaken by Kew

Kew will provide any horticultural services necessary, such as grass cutting or reinstatement. The scope and any cost of this work will be agreed with you.

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5.2 Calibre of Staff Employed

The Event Promoter will be expected to employ staff of a good calibre with, where necessary, the qualifications, language ability, and experience required to perform their duties efficiently and effectively.

5.3 Management Personnel and Structure

Bidders should propose a management structure which clearly defines lines of authority, responsibility and accountability. Details of this structure should be clearly shown within the proposal.

6 FINANCIAL MANAGEMENT

6.1 Term of the Contract

The contract is being let on a two year concession basis with scope for two extensions of one year each (2+1+1).

Extension of the contract in to a third and fourth year will be at the discretion of Kew and only on the basis that both parties wish to extend.

6.2 Finances and Cash Flow

The Event Organiser will pay Kew an agreed share of ticket revenue generated by the event less any share of merchandise sales that is owed by Kew to the Organiser.

The Event Organiser will cash flow the event and will have the contractual relationship with cast, suppliers and other contractors.

The parties will work together on an open-book basis and payment of the revenue share to Kew will be within 30 days of the final show.

6.3 Sponsorship

Kew Foundation and RBG Kew must be consulted prior to making any sponsorship approaches and reasonable consideration taken of their comments to ensure there is cross-over with ongoing sponsorship talks for other projects and that we avoid conflicts of interest.

7 CONTRACT MANAGEMENT

It is Kew intention to make arrangements for the performance of the contract to be monitored regularly.

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7.1 Client Liaison Meetings

The successful bidder's key personnel as considered appropriate shall attend regularly scheduled co-ordination meetings with Kew. Kew shall make the necessary arrangements for these meetings.

The successful bidder shall keep Kew fully and effectively informed at all times to key actions, such as:

- public announcements, PR and marketing about the Event
- putting tickets on sale
- appointing key contractors
- discussions with statutory agencies
- any decisions likely to have a significant impact on public safety planning
- agreement of sponsorship deals
- agreement relating to commercial rights
- and any similar matters

7.2 Reporting

The successful bidder shall submit the following reports to Kew at the frequency stated.

Financial Reports

- Twice weekly: Breakdown of ticket sales per performance and per ticket type

Additional information may be requested at any time either as a one off request or on an on-going basis and the successful bidder shall comply with all reasonable requests to provide further information in the timescale expected.

7.3 Contract Monitoring

The contract will be monitored through the Key Performance Indicators detailed in Appendix A.

7.4 Site Map

For practical and logistical reasons we would prefer the theatre performances to be located somewhere within the areas marked in red on the map overleaf.

